



Shared Solutions

October 1999

Public Service...Employment for the 21st Century

Vol. 6 Issue 3

FROM

A to Z

All you need to know about State employment opportunities is now wrapped up in a nice new package. SPB has created these attractive packets to be distributed at job fairs and other recruitment events.

The folder cover features photographs of actual State employees on the job. Inside the folder are a dozen inserts that offer information on many topics, including "How to Get a State Job", "SPB's Lunchtime Seminars", "The LEAP Program", "Benefits", "Testing Offices" and much more. Check them out at a job fair near you! Its that E-Z !!!



Job Fair Packets courtesy of the State Personnel Board



NEW SPB Service Center!

A Very *Grand* Opening

Clothilde Hewlett, Undersecretary of the State and Consumer Services Agency, helped cut the ribbon to officially open the State Personnel Board's newly remodeled Service Center on September 8th. Board President, Florence Bos and members, Richard "Bud" Carpenter and Sean Harrigan, along with SPB Executive Officer, Walter Vaughn joined the celebration.

The new center has a variety of services designed to make a State job search more user-friendly than ever. Visitors to SPB's new Service Center now have available to them:

- ✂ Seven additional computer stations (a total of 13)
- ✂ Five additional printers (a total of 8)
- ✂ Access to Internet examinations
- ✂ Ability to fill out and print the on-line State application
- ✂ Additional SPB staff to answer questions

SPB will continue to post exam bulletins from other State departments. The State Personnel Board is located at 801 Capitol Mall in Sacramento and is open Monday through Friday from 8am to 5pm except during State holidays.

October is Disability Employment Awareness Month!



Inside this Issue

Page 2

✂ Reasoning on Accommodation

Page 3

✂ LEAPing
✂ SDAC Council

Page 4

✂ Demo Project
Page 6
✂ Precedential Decisions

Page 8

✂ Recruitment Resources

Page 9

✂ SPB Web
Page 11
✂ Technical Training

Page 12

✂ FireFighter Job Analysis
Page 13
✂ TV&C Corner

NEW REASONING ON ACCOMMODATION!

SPB has implemented a change in its processing of discrimination and reasonable accommodation appeals. The appeals will continue to be investigated to determine if SPB has jurisdiction. The investigation will determine whether the appellant has established a prima facie case of discrimination or retaliation, or entitlement to reasonable accommodation, warranting an evidentiary hearing. If the initial investigation confirms SPB jurisdiction and a hearing is otherwise warranted, the appeal will be heard by an Administrative Law Judge (ALJ) in an evidentiary hearing.

In the past, many of these appeals were generally resolved by investigation without a hearing and/or written determination, or were referred to a non-evidentiary hearing before a staff panel or hearing officer. Cases were referred to an evidentiary hearing on an exception basis. The procedural change to refer cases warranting a hearing to an ALJ, will ensure that the increasingly complex legal issues raised in these appeals are appropriately addressed.

All other steps of the discrimination complaint and reasonable accommodation appeal process remain the same. A state civil service employee/applicant who believes that they have been discriminated against because of race, color, sex, age, creed, religion, national origin, ancestry, disability, marital status, sexual harassment, sexual orientation, retaliation, or political affiliation may file a complaint with their department.

If the employee/applicant is dissatisfied with the results of the department's investigation and/or formal decision, they may file a written appeal with the SPB. The appeal must be filed within 30 days from the date of the department's final decision. A discrimination complaint may be filed directly with the SPB Appeals Division when the issues allege retaliation for previously using the discrimination complaint process; the remedy requested is outside the authority of the department; the circumstances directly concern a department director or members of the department's executive staff; or the department exceeded the timeline

for rendering a final decision on the complaint. In addition, discrimination in examinations may be appealed to the SPB Appeals Division.

Applicants or employees who require reasonable accommodation must first file a formal written request with their department's Affirmative Action/Equal Employment Opportunity Office. An employee may also request reasonable accommodation from their immediate supervisor. Denials of reasonable accommodation requests must be submitted to the SPB Appeals Division within 30 days after the department's 20-working day response period.

Mediation of discrimination and reasonable accommodation disputes, if both sides to the dispute agree to mediate, is also available through the State Employee Mediation Program (SEMP). Questions about the SEMP may be directed to Elise Rose at (916) 653-1403.

Any questions about this procedural change may be directed to Armand Burrue, Chief of Appeals Division at (916) 653-0544.



Welcome a'Board!!

John Determan, joined the Internet Technology Unit, 7/99

Carolyn Moore, joined the Case Analysis Team, Appeals Division, 7/99

Maria Parman joined the Psychological Screening Unit, PRID Division, 8/99

Eleanor Rios, joined the Examination Services Team, PRID Division, 8/99

Jennifer Roche, joined the Client Services and Civil Service Team, PRID Division 8/99

Margaret Serenity, joined the Appeals Division, 8/99

Caroline Pruitt, joined the Service Center, PRID Division, 9/99

Shared Solutions is published quarterly by the CA State Personnel Board, and can be accessed via the Internet at: www.spb.ca.gov.

Your input is very important to us!

Please drop us a note and let us know if Shared Solutions is providing the information you want to know about.

Send your correspondence to:
CA State Personnel Board
P.O. Box 944201
Sacramento, CA 94244-2010
ATTN: Evan Gerberding

L.E.A.P.ing Forward...

Recently released five Limited Examination Appointment Program (LEAP) examination lists! 1) Building Maintenance Worker, 2) Carpenter I, 3) Groundskeeper, 4) Painter I, and 5) Maintenance Mechanic.

Several more LEAP examination lists for testing recently completed in July 1999 are now available! 1) Electronics Technician, 2) Information Systems Technician, 3) Programmer I, and 4) Computer Operator.

Coming up... LEAP testing for the Staff Services Management Auditor is scheduled for completion in August 1999.

Further more, SPB has released LEAP examination bulletins for Research Analyst I (General) and Word Processing Technician with final filing dates in September 1999. Additional LEAP bulletin releases will include: Program Technician with a final filing date anticipated in October 1999; Office Assistant (General and Typing) with final filing dates in November 1999; and Account Clerk II with a final filing date scheduled for the spring of 2000.

Continuous Filing for LEAP Janitor testing, is in the works! We are happy to announce we are in the early stages of implementing continuous filing. Applications will be accepted on a continuous basis and the eligible lists will be merged on a quarterly basis. Watch for upcoming LEAP Janitor testing bulletins for further details or check the SPB web site.

Utilize LEAP lists! LEAP lists serve as an excellent resource in expanding qualified candidate pools. For questions concerning current or upcoming LEAP examinations, please contact James Likes at (916) 653-1163 or via the Internet at jlives@spb.ca.gov.

SDAC . One **Busy** Council

The increasingly busy Statewide Disability Advisory Council (SDAC) serves as an advisor to the State Personnel Board and its Executive Officer on disability employment and related issues. It also serves as a technical assistant and resource to State departments and their Disability Advisory Committees (DAC's) on disability issues. The membership of SDAC consists of representatives from the 80 departments SPB works with, specifically DAC members and/or staff from Equal Employment Opportunity offices. The Chair, Vice-Chair and Secretary of the Council are elected by the Council membership. The current officers are Les Treece-Sinclair, Chair (Rehabilitation); Charlene MacKenzie, Vice-Chair (Caltrans); and Cynthia Dewey, Secretary (STRS). Holding meetings monthly, SPB Liaison support is provided by Ted Edwards and Sandra Henzler.

Most Recent Accomplishments & Current Activities:

LEAP - Beginning in March 1999, the Council has expressed concern over the fact that State departments have consciously said no to receiving LEAP names nearly two-thirds of the time when requesting eligible names for classes covered by LEAP. In June, the Council approved a recommendation, which was submitted to Executive Officer Walter Vaughn. It proposed elimination of the option to say no to LEAP names. This recommendation was approved by Walter Vaughn and is now being implemented.

Recruitment Guide - SDAC has prepared a draft recruitment guide that is intended to assist departments to be more effective recruiting employees with disabilities. The guide offers recommendations on each aspect of a recruiting program from training recruiters, use of proper language, using people with disabilities as recruiters, making recruiting booths accessible, etc. The draft guide has been used by SPB and the Recruiters Roundtable.

DAC Development Guide - The Council is updating its 1997 DAC Development Manual to incorporate the latest thinking and ideas on the

Continued on page 5

Court Upholds Managerial Selection Demonstration Project

The Sacramento County Superior has upheld a constitutional challenge to the SPB's Managerial Selection Demonstration Project. Under that project, 326 existing managerial classes have been consolidated into 13 broadband classes. Six departments (Employment Development Department, General Services, Motor Vehicles, Social Services, Transportation and Youth Authority) are authorized to conduct examinations for managerial positions using the procedures applicable to Career Executive Assignments, and may require candidates to meet additional job-related qualifications beyond the minimum qualifications for each broadband class.

The Professional Engineers in California Government (PECG) filed a lawsuit claiming that the examination and selection process authorized by the demonstration project violated the California Constitution's civil service provisions. On September 16, 1999, Judge Lloyd Connelly ruled that the project was constitutional in all respects. Specifically, the court ruled that the demonstration project does not violate the SPB's duty to prescribe classifications or to enforce the civil service laws, and that the competitive exams need not result in ranked lists of competitors. The court also confirmed that any departments participating in the project must comply with existing law by seeking a reallocation review by the Department of Personnel Administration (DPA) in the event they wish to add material job-related qualifications to the minimum qualifications specified by the Board.

EMERGENCY!!! EVACUATE!!!

The California Statewide Disability Advisory Council (SDAC) has prepared and will soon print *A Guide to Emergency and Evacuation Procedures for Employees with Disabilities*. The State Personnel Board and the Governor's Office of Emergency Services will provide funding to print 10,000 copies of the guide.

"This Emergency Evacuation Guide represents an effort to provide the same level of safety to people with disabilities as to those without a disability", says SDAC Chairperson, Les Treece-Sinclair. "It is a tool to facilitate the inclusion of people with disabilities in emergency plans of government agencies and other organizations."

The guide also identifies key issues such as, obtaining input from employees with disabilities, identifying people needing assistance, use of emergency aides, training,

drills, loss of adaptive mobility equipment during evacuation, location of people with disabilities, procedures at areas of assembly and role of security guards. Approaches to these issues are then offered to help departments develop their own individual plans. This is all done

in a way that uses positive disability portrayals, increases disability awareness, maximizes options and maintains respect for the individual.

SDAC plans to distribute the Emergency Evacuation Guide throughout California State

government, other public agencies and interested organizations. CHP is already using the guide in the emergency evacuation training that is for State departments. Given the positive reaction to the draft guide, SDAC believes that distribution to agencies and organizations around the country would also be appropriate.

"This Emergency Evacuation Guide represents an effort to provide the same level of safety to people with disabilities as to those without a disability"

Know anyone who needs a Job?

Tell them about SPB's Lunchtime seminars!
Essential information to update those
job search skills!



"How to Get a State Job, Read an Exam Bulletin & Complete a State Application"
"How to Prepare A Resume"
"How to Prepare for an Interview"
"Limited Examination & Appointment Program"

Fridays Noon to 1:00
\$5.00 materials fee
For more information contact 653-1502.

SHOW & TELL...

SPB is launching a series of seminars aimed at educating other departments in new human resource techniques and promoting SPB's innovative programs.

The lineup kicked off with an overview of the State Employee Mediation Program (SEMP). The interest in alternative methods to dispute resolution is strong, and that was evident with the high attendance at the Mediation Seminar on September 22.

"Mediation is an informal process for settling, or at least managing, workplace conflicts", says SPB's Chief Counsel, Elise Rose. The extraordinary success of SPB's Mediation Program speaks for itself; 97 percent of the disputes brought to SEMP have been resolved.

Future seminars include:

Selection Techniques & Quality Assurance, Jan. 2000
Outreach and Affirmative Action, April, 2000 and
Best Practices in Personnel, July, 2000.

CONGRATULATIONS FROM TV&C

TV&C would like to thank our Alphabet Soup players—hopefully a good time was had by all as we capitalized on some of the foundational and cutting edge terms encountered in the selection profession. Congratulations to the following Alphabet Soup winners:

DORIS BLOOM

Department of Developmental Services
winner- SPB training course registration

JILL MOZNETT

Alcoholic Beverage Control
winner of one free hour of consultation with TV&C
(Congratulations, Jill, on a second big win with TV&C!)

CATHERINE FOREMAN

Integrated Waste Management Board
one free hour of consultation with TV&C

Continuing in our tradition, TV&C has come up with another mind-teasing puzzle for your gaming pleasure. Search through this issue of *Shared Solutions* to find our latest puzzle, *Legal Eagles* – and, good luck! And, as a further tease, here are the answers to Alphabet Soup: Puzzle 1 – Job Analysis; Puzzle 2 – Assessment; Puzzle 3 – Job-Relatedness; Puzzle 4 – Correlation; Puzzle 5 – Standard Scores; Puzzle 6 – Content Validity; Puzzle 7 – Conscientiousness

TOOL KIT FOR **SUCCESS!!!!**

Disabled In State Service (DISS) is pleased to announce its annual Training Conference, "**A Managers' TOOL KIT for Success—Hiring Employees with Disabilities**". A Career Fair will be held simultaneously at the same location by the Recruiters' Roundtable. The Department of Rehabilitation, Resources for Independent Living, and the SPB have once again agreed to sponsor these events.

Despite the sincere efforts of many departmental managers and supervisors to comply with the Americans with Disabilities Act (ADA), most departments are still below parity in hiring employees with disabilities. The **TOOL KIT** will provide information and resources in the areas of recruiting, interviewing, hiring, supervising, accommodating, and training.

This will be a one-day training, providing the **TOOL KIT** segments in one central location so all attendees will receive the same information. Participants will learn how to focus recruitment toward persons with disabilities; achieve accessible recruitment; use the LEAP process; conduct accessible interviews; ask legal and appropriate interview questions; provide reasonable accommodation; provide training, mentoring, and coaching; assess performance; and provide upward mobility opportunities to persons with disabilities.

Finally, this conference will also provide an excellent opportunity to network with peers and colleagues from other departments, to compare notes, and to share ideas.

WHO: All Managers and Supervisors in State civil service; all Human Resources Managers and staff, all EEO Officers and ADA Coordinators, and DAC Committee members!!!

WHEN: **November 15, 1999**

8:30 a.m. to 4:30 p.m.

WHERE: The Holiday Inn Downtown Plaza at 300 J Street.

HOW: The registration fee is \$50.00. Registration forms are being mailed to departments along with related information. For questions in the meantime, contact Lynda Bardis, President, at (916)654-6636.

PRECEDENTIAL DECISIONS

SPB Dec. No. 99-02

(Petition for Rehearing Denied June 22, 1999)

After receiving a fitness for duty report from a physician that found that appellant was not fit for any position, the department served upon appellant a letter advising him to choose among eight different “employment status options,” which included applying for nonindustrial disability insurance and disability retirement, but did not include returning to work as an option. Appellant filed an appeal with the Board, contending that this letter effectuated a constructive medical termination. In this decision, the Board concludes that a department will not be deemed to have constructively terminated an injured or disabled employee merely by sending a letter asking the employee to designate future non-work options, and that the department is not required to keep an employee who cannot work for medical reasons on paid ATO status pending PERS’s decision on a disability retirement application.

SPB Dec. No. 99-04

(Petition for Rehearing Denied July 7, 1999)

Appellant filed an appeal with the Board from constructive medical termination after her supervisor refused to grant her request for light duty, and sent her home until she was released by her doctor to do her job. In this decision, the Board finds that since appellant wished to return to work only if she were given light duty or an alternative work assignment, she did not show that she was ready, willing and able to perform all the duties and responsibilities of her job. She, therefore, failed to prove that the department constructively medically terminated her when it refused her request for light duty.

SPB Dec. No. 99-06

(Petition for Rehearing Denied July 7, 1999)

Appellant filed two appeals with the Board: one for constructive medical termination and the other for denial of reasonable accommodation. In her appeals, appellant claimed that the department discriminated against her when it failed to accede to her request for significant job modifications in light of her medical work restrictions. In this decision, the Board finds that since appellant only sought to return to work if the department accommodated her work restrictions, she failed to show that the department constructively medically terminated her. In addition, since appellant did not prove that she had a “disability” as that term is defined in the Americans with Disabilities Act (ADA), she failed to establish that she was entitled to a reasonable accommodation. The decision states the elements an employee must prove in order to show that he or she is entitled to a reasonable accommodation.

SPB Dec. No. 99-07

After receiving a doctor’s fitness for duty evaluation that stated that appellant was not fit for duty in any position, the department served a “Notice of Medical Action” upon appellant that: (1) informed appellant that the department intended to apply to PERS for disability retirement on his behalf; (2) relieved appellant of all his work duties; and (3) informed appellant that he could use his sick leave or other available leave credits pending PERS’s determination on the disability retirement application. Appellant appealed to the Board, claiming that this Notice constituted a constructive medical termination. In this decision, the Board finds that since appellant did not show that he was ready, willing and able to work and had a legal right to work, he failed to prove that the department constructively medically terminated him. The decision concludes that PERS’s approval of appellant for disability retirement confirmed that appellant was not fit for duty, and, therefore, did not have a legal right to work.

In addition, although the decision strongly encourages a department to engage in an informal interactive process with an employee before relieving him or her from duty and filing for disability retirement on his or her behalf, it finds that due process did not require that appellant be given notice and an opportunity to respond before the department could immediately relieve him of duty and apply to PERS for his disability retirement, since the period of time during which he was relieved of duty was short, he had more than sufficient accrued sick leave to provide him with the equivalent of his salary during that entire period, and both PERS and the Board made available to him sufficient post-deprivation hearing opportunities to ensure that he would be adequately recompensed if the department’s decision to relieve him from duty were found to have been wrong.

SPB Dec. No. 99-08

PERS approved appellant for disability retirement, effective immediately before her dismissal became effective. In this decision, the Board provides guidance on the effect of a disability retirement upon a subsequently-effective dismissal. The Board finds that, because a disability retirement is only a temporary separation from state service, it does not preclude appellant’s dismissal from becoming effective or divest the Board of jurisdiction to hear her appeal from dismissal, and remands the matter to the ALJ to issue a new proposed decision on the merits. It also advises that if the dismissal is sustained, appellant’s disability retirement benefits will not be adversely affected, but appellant will lose her right to reinstatement.

Mediation Training

The highly successful State Employee Mediation Program (SEMP) will be offering its third training session for new mediators on November 1-5 in Sacramento. This is 4 1/2 days of training conducted by State Personnel Board staff and the consultant staff of the mediation program. The training will cover Alternative Dispute Resolution generally, mediation specifically and tools and techniques for mediators. Lecture and practice will cover the "phases" of mediation and students will be given opportunity to try out the tools they have learned in class. To date, SEMP has trained approximately 50 mediators and provided mediation services to 30 departments; the

number continues to grow. The training is free to participants. The obligation which attaches to the training goes like this: we will train mediators from your departments at no cost, but we expect two things: (1) that departments with trained mediators will refer cases to the SEMP and (2) that departments with trained mediators will release their mediators to mediate cases in other departments as schedules permit. Mediators do not mediate cases in their own departments, for reasons of confidentiality and maintenance of neutrality.

If you are interested in becoming a participating department, or becoming a trained mediator, you need to call or e-mail Ella Borden-Cowden at the State

Personnel Board for an application. Ella's number is (916) 653-1403. She can be reached by e-mail at eborden-cowden@spb.ca.gov. Spaces for this class are generally taken quickly, so if you are interested, contact Ella right away. (Applications are due no later than October 15, 1999.)

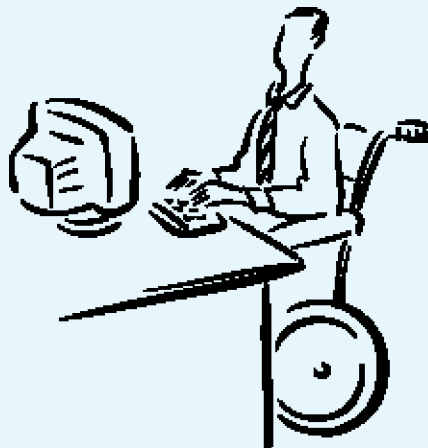
What makes a good mediator? Skilled mediators are process aware and oriented; are able to put aside their own issues and concerns during the mediation and, most importantly, are good listeners. You will learn about listening during the training, so you will "hear" both the content and associated emotion in active communication. Questions? Call Ella. Thanks for your interest in the program.

[SDAC...Continued from page 3](#)

establishment of effective DACs. Much of the new information comes from a survey of DACs conducted by SDAC.

LEAP Utilization - Work is underway to conduct a LEAP Coordinators Workshop later this year. This SDAC undertaking will address the role of the LEAP Coordinator, what LEAP is and how it works, and how to successfully market LEAP to managers. Related to this, the Council worked successfully with DR to make improvements in its LEAP Certification Form.

OTHER NEWS - The Council has provided disability training to the State and Consumer Services Agency, Veterans' Affairs, Parks and Recreation and the CHP. It has cosponsored the Disabled in State Service (DISS) Conference, developed a SDAC brochure, and helped to promote October as Disability Employment Awareness Month.



As you can see, this all volunteer State Council is very busy. It has clearly evolved into an action-oriented forum with a can-do attitude. This is due, in part, to the support SPB has provided to the Council, especially from Walter Vaughn, Evan Gerberding, Ted Edwards and Sandra Henzler.

If you would like more information on SDAC, contact Les Treece-Sinclair at (916) 263-8682.

Recruitment Resources

RECRUITMENT RESOURCES DIRECTORY

The State is committed toward taking a proactive approach to recruitment and the Personnel Board has reallocated existing resources over the past 16 months in addressing this area of concern. Within these limited resources, the Personnel Board is attempting to market and promote civil service employment for the good of State service and is in the process of development of resources available to all State agencies in their recruitment endeavors. The Personnel Board's Internet web site is one of those resources that is being expanded and improved to assist departments in promoting their opportunities and to facilitate public access to the State's employment and examination opportunities.



RECRUITMENT WEB www.spb.ca.gov



Currently, under the "Services" category of SPB's web site, there is a "Recruitment Resources" section that contains information relative to recruitment events occurring within the State of California. The Personnel Board is actively working with colleges and universities, other State and Public employers, and private industry in publicizing job/career fairs and other events that provide a forum for State agencies to promote civil service employment. The listing is updated on a continuous basis with new events being listed as information is received. The listing can be viewed by event title, location or date. The Personnel Board encourages other State agencies to publicize any such events that may not be on the listing. The events listing form is also on the web site and can be completed and submitted directly by your department. As well, the Personnel Board encourages all State agencies to work cooperatively with one another in coordinating participation at events. Posting of event forms on the web site informs other State agencies of your participation and offers the opportunity for departments to share resources. The Personnel Board would be available to coordinate and assist your Department in this endeavor. If you would like additional information about the recruitment events listing and participation at events, please contact the Personnel Board's Statewide Recruitment Program at 657-2103.

The Personnel Board is in the process of updating and expanding its Recruitment Resources Directory, which will be available to all State agencies via the Board's web site. The Directory will contain a broad array of resources which include: community-based and nonprofit organizations; public and private service agencies; Employment Development Department offices; local county welfare offices; disabled and rehabilitation services organizations; employee advocate organizations, community colleges, universities, business and trade schools, high schools and other educational institutions; and professional organizations and societies for many career fields.

The Directory is currently being compiled and the Personnel Board anticipates having this information available on its web site for on-line use. A memorandum will be issued to all State Agencies in September 1999, announcing its availability and the process for obtaining on-line access to the Directory. The Directory will be a continuously updated resource and the Board encourages your Department's participation in revision of the data. If you have any questions or information that your Department would like to contribute to the Directory, please contact Jennifer Roche of the Statewide Recruitment Program at 657-4322.

STATE RECRUITER'S ROUNDTABLE

The State Recruiter's Roundtable is an advisory group consisting of recruitment representatives from a number of State agencies. The Roundtable is utilized as a forum for State recruiters to share information and to develop and recommend resources to facilitate recruitment efforts. The Roundtable is open to all State agencies and SPB encourages your department's participation. The Roundtable meets bi-monthly on the Third Thursday, at the State Personnel Board. If you have any questions or would like to obtain information regarding the Roundtable, please contact the Roundtable's Chairperson, Bill Boston at (916) 654-7956.

Continued on page 12

What's New on the SPB Web...

List-Server Database!!!

We've made several attempts over the past ten years to develop a more automated system of distributing notices and documents, first over PROFS and later over PC based e-mail systems. All of our efforts so far, excluding the ROPES system for exam staff have been less than successful, mostly because of the cost of maintaining accurate e-mail addresses. Well, we're going to try again.

We've purchased several e-mail-listserver-database packages that we want to try out for early-warning on policy issues, upcoming seminars, new items on the website, and other topical subjects. We'd like to build a mailing list that we can use for the future in both e-mail and snail-mail, and will avoid our sending multiple copies to the same person. Ultimately, we'd like to reduce our paper mail significantly.

We now have a mailing list signup form on our website at <http://www.spb.ca.gov/mlist>. The form will allow HR staff to fill in both their e-mail address and snail-mail address, will have check boxes for the HR functions the individual is responsible for, and also check boxes for the types of items the recipient would like to be notified of.

Please take the time to fill out the form on-line so we can get started with the implementation. Thanks!

MIS Reports

Every time we do a newsletter column, its interesting to look back at the previous three months and see what we've accomplished. This time, the on-line MIS reports deserve mention. They are located on the bottom of the Services page, and contain a number of ways of looking at the traditional MIS 5102 and 5112 reports. We obtain the pages as mainframe print files, so they are the same as the microfiche reports. That way, we don't have the problem of users creating ad-hoc reports from raw data that don't match the official statistics.

The detail reports are quite large and you may think it's difficult to find specific data in the file. A hint - you get the file in your Web browser and can use the FIND feature of your browser to locate any specific

information. If you want to find the data on a specific class in your department, just use the Department Detail Report, then go to the EDIT-FIND option, enter the schematic code and click on FIND-NEXT. It'll go right to the class data.

Any comments or suggestions for this feature, e-mail to webmaster@spb.ca.gov.

HR Forums

At DPA's PIE User Group meeting, they demonstrated their new "forums" program that they have purchased.

DPA has been working on bringing back the forums section that used to be available on the dial-up system and was not migrated to the Web. Forums are a great way of allowing departments to post personnel related questions on a bulletin board, and having other departments be able to read and answer them. SPB will have several sections on the PIE Forums and will monitor them regularly for questions related to our programs.

There are a few details to be worked out before the new Forums section is available, but it will be up on PIE soon. Thanks to DPA for hosting this valuable program.

In the meeting with DPA, the PIE Users, and the HRWeb group, and decided to move the HRWeb forum onto the PIE system when the new PIE Forums section is created.

HR Internet Training Course

It has come to our attention that many departments don't know we have a beginning Internet course for HR staff. We cover the Internet in general, how to effectively use browsing software, using search engines, and how to navigate the Web - all with an HR emphasis. The half-day course is offered through our Technical Training Program, and the next session is on December 2, 1999. All the information is on-line at <http://www.spb.ca.gov/spbtrain/hrinnet.htm>.

Continued on page 13



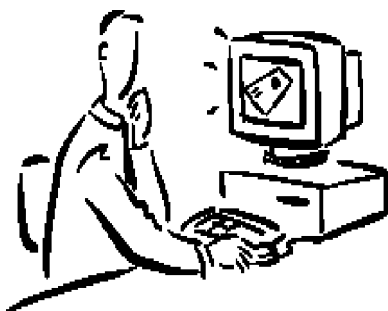
The State Personnel Board has completed its Y2K remediation efforts and is happy to report that its systems are Y2K compliant. As most of you are aware, the Y2K problem is caused by a “shortcut” used in many computers and microchips. Years ago, to conserve memory space, programmers used two numbers to record the year — for example, 1970 became 70. Unfortunately, computers and microchips that still use a two-number year will, on January 1, 2000, recognize 00 not as the Year 2000 but as the Year 1900. This could cause them to either shut down or generate incorrect data.

SPB has taken steps to assure that all of its systems will continue to function in the Year 2000. For example, SPB began working on its On-line Examination and Certification System in 1995 because of employment lists life (4?? years). Had we not made changes in 1995, new lists created in 1996 would have been purged because the list purge year (00 or 1900) would have already occurred when the list was created. SPB stepped up its efforts in 1997. SPB On-line Examination and Certification systems were inventoried and assessed to determine if any of the programs that make up the systems had a Y2K problem. For those programs that had a Y2K issue, a solution was found and the modifications were made to resolve the issue. The programs were then tested to assure they would continue to work now and in the future. SPB completed

all of these processes and implemented all programs in June 1999. Similar processes were followed for the MIS System, SPB Local Area Network, Personnel Computers and Embedded Chips.

While SPB is confident that its systems will continue to function properly in the Year 2000, we have developed business continuity and contingency plans for those processes that are department critical. As part of the plan, SPB is taking several steps to prepare for Y2K related failures which fall outside the Board’s control. Manual methods of processing have been developed for many of SPB’s processes. SPB is also taking some steps to reduce the risks to which it may be exposed. For example, the Examination Services Unit will not be scheduling any examinations during the first week of the New Year. The Appeals Division will not be scheduling any hearings during the first week of the New Year. These are just some of the steps SPB will be taking to assure a smooth transition in the New Year. SPB will be issuing a memorandum, detailing the steps we feel department personnel offices should be taking to prepare for any Y2K related problems in the On-line Examination and Certification Systems.

If you have any questions regarding specific aspects of the SPB’s Y2K effort, you may contact Victor Mendoza, Information Systems Unit, at (916) 653-6234 or TDD 916-653-1498 or e-mail: vmendoza@spb.ca.gov.



On-line Training

On-Line Exam Training - Beginners Class -is geared toward individuals new to the on-line exam system. *Oct. 18-22 / Dec. 6-10, 1999*

On-Line Exam Enhancement Training -is designed to keep participants up-to-date on system enhancements and share solutions to some of the more difficult examination issues.

NOTE: Participants are asked to bring their on-line exam manuals. *Nov. 18, 1999*

Basic On-Line Cert Training -is designed for individuals who have the responsibility to order and clear certifications AND who are familiar with the laws and rules of certification. The objective of this class is to teach participants how to use the on-line system to document list clearance transactions and how to use the on-line reports available to them. *Oct. 6 – 8 / Nov 3 – 5, 1999*

On-Line Cert Enhancement Training - is designed to keep participants up-to-date on system enhancements and to share solutions to some of the more difficult certification issues. *Oct. 27, 1999*

For more information, contact the On-Line Training Coordinator, Katharine Cortenbach at 653-1517, or via e-mail kcortenbach@spb.ca.gov.

TECHNICAL TRAINING PROGRAM

The Technical Training Program (TTP) is offering the Selection Analyst Training Program (Fall 1999 edition) in Sacramento.

The entire Selection Analyst Training curriculum will also be offered in **San Francisco** this fall. All San Francisco classes will be held at the offices of the Department of Industrial Relations, 455 Golden Gate Avenue, San Francisco. There will be **limited seating** available so please contact us early to register for classes.

In addition to the hardcopy of the *Schedule of Classes* for July 1, 1999 – June 30, 2000, and our Web site at <http://www.spb.ca.gov/spbtrain/>, you can keep apprised of SPB activities, including TTP classes, at the SPB Outreach Events Calendar Web site at <http://exams.spb.ca.gov/spbcal.htm>.

Your suggestions and comments regarding the TTP are always welcome. To let us know how we can best meet your training needs, contact Bill Groome at (916) 653-1597 or Dema Pedretti at (916) 653-2085, TDD (916) 654-6336, Profs TS1A(PBWRG) or at our E-mail address ttp@spb.ca.gov.

The following is the list of classes and the dates for the in San Francisco classes:

<u>Overview of Selection Principles and Systems</u>	OCTOBER 1, 1999
<u>Statistics Made Easy for Personnel Selection</u>	October 7, 1999
<u>WRIPAC Job Analysis Course</u> (2 day class)	October 14-15, 1999
<u>Examination Planning</u>	October 22, 1999
<u>Professional Selection & Test Validation: Concepts and Principles</u>	October 29, 1999
<u>Supplemental Applications</u>	November 4, 1999
<u>Developing Interviews</u>	November 10, 1999
<u>Work Sample and Performance Tests</u>	November 18, 1999
<u>Developing and Using Written Examinations</u>	December 3, 1999
<u>Interpreting Item Analysis</u> (half-day class)	December 10, 1999
<u>Pass Point Setting</u>	December 20, 1999
<u>Scoring Models</u>	December 21, 1999

To register for upcoming classes please complete an SPB-46 Program Registration form. The form is downloadable on the web site in both Microsoft Word format and Adobe Acrobat format or call us and we will FAX a blank form to you. FAX your completed Program Registration form to (916) 657-2502 and we will schedule you. We look forward to seeing you in one of our classes soon.

(PSSsst....) *TestTalk*

A PROFESSIONAL DEVELOPMENT PROGRAM

TestTalk is a lunch-hour, drop-in program providing testing professionals with opportunities to expand their testing expertise, share ideas, and network with other testing professionals. TestTalk sessions are held at the State Personnel Board, 801 Capitol Mall, Room 150. No preregistration is necessary – simply join us!

Final 1999 *TestTalk* Session Offers FREE Training on Personality Testing: The final 1999 *TestTalk* session will be held on Wednesday, November 17th and will be a *free* half-day training seminar entitled “Personality Testing for Selection.” This *no-fee* training seminar will be presented by Dr. Robert Hogan and Dr. Joyce Hogan of Hogan Assessment Systems. The Hogans will discuss personality assessment instruments which they have developed and used to predict occupational success. This training seminar will be held from 8:30 a.m. to noon at the State Personnel Board. Don’t miss this exciting opportunity!

TestTalk 2000: Presented below is the *TestTalk 2000* program schedule. Actual session dates will be finalized in December.

<u>DATE</u>	<u>TEST TALK 2000 TOPICS</u>
January	“Beyond QAPs and Supplemental Applications: A Compendium of Alternative Techniques”
March	“Essentials of Job Analysis” Half-Day Seminar 8:30am to Noon FREE!
May	“Recruitment Strategies in a Shrinking Labor Market”
July	“Biodata Instruments for Selection: An Overview of Theory and Use”
Sept.	“The <i>Work Characteristics Inventory</i> : A Behavioral Approach to Assessing Conscientiousness”
Nov.	“Latent Image Simulation Testing: An Innovative Approach to Assessment”

TV&C Wraps up Largest

Fire Fighter - Job Analysis Study

The Test Validation and Construction Unit (TV&C) has just completed a comprehensive two-year job analysis project for the California Department of Forestry and Fire Protection (CDF), which is said to be the largest fire fighter job analysis study conducted in this country. This large-scale project encompassed the following job classifications: Fire Fighter I, Fire Fighter II, Fire Fighter II (Paramedic), Fire Apparatus Engineer, Fire Apparatus Engineer (Paramedic), Fire Captain, and Fire Captain (Paramedic). As part of this process, staff from the State Personnel Board audited 45 incumbents. These audits involved accompanying the incumbents during their work activities (including fire and rescue operations), collecting vision and audio data, and weighing various equipment and tools that are used on the job. With the help of Subject Matter Experts (SMEs), the information gathered through these job audits was organized into a job analysis questionnaire. The questionnaire consisted of 626 job tasks, 653 knowledge, skills, and abilities (KSAs), and 29 working conditions.

The job analysis questionnaire was sent to 1,980 incumbents in the seven job classifications involved and 476 supervisors of incumbents in those job classes. [We were thrilled by the overwhelming response rate of 92% for incumbents and 88% for supervisors.] Analysis of the data by TV&C project staff identified the essential tasks and important KSAs for each of the seven job classes in the project.

The results of this comprehensive project will provide the basis for:

- Establishing valid and job-related vision, hearing, and medical standards
- Establishing KSA minimum qualifications
- Developing valid, job-related selection procedures
- Revising and updating the current class specifications
- Developing job related training programs
- Preparing relevant career planning programs

Departments interested in learning more about the methodology used in this project and/or job analysis in general are encouraged to contact Mike Willihnganz [(916) 654-1672].



Recruitment Resources...Continued from page

⁸ The Personnel Board is actively pursuing resources to support implementation of statewide recruitment activities in support of State civil service employment. The State of California is faced with tight labor market conditions and is experiencing difficulty in attracting qualified candidates into many of its career fields. While employment of the best and brightest into State service is a priority for the Personnel Board, there have been very few resources available to focus on this endeavor.

SPB STATEWIDE RECRUITMENT PROGRAM

The Board will continue to provide resources and support toward achieving the goal of attracting the best and brightest into public service through broad and inclusive outreach efforts. The SPB welcomes your departments input and participation in this endeavor. Should your department have any questions or wish to coordinate and work cooperatively with the Personnel Board in its efforts to market and publicize State employment and examination opportunities, we encourage you to contact the Personnel Board's Statewide Recruitment Program.

Computer-Administered Examinations...

TV&C staff are currently completing several pilot projects which entail developing written examinations that can be administered and scored on a PC. In this case, the tests are more traditional knowledge and skill tests as opposed to measures of training and experience, which are commonly administered via the Internet. The use of a PC-based administration process offers many innovative and timesaving alternatives for test administration, including the immediate scoring of candidate performance without the need to scan answer sheets as well as the ability to administer examinations on a walk-in basis. Departments interested in learning more about the services the TV&C Unit can provide related to computer-administered examinations are encouraged to contact Mike Willihnganz at (916) 654-1672.

Job Analysis Services for Staff Services Manager I and II Classes...

TV&C is pleased to announce the availability of newly developed, low-cost job analysis packages for the classes of Staff Services Manager I and II. TV&C staff will provide a master job analysis questionnaire for distribution to class incumbents and supervisors, provide data analysis of the questionnaire results, and prepare a formal job analysis report documenting the essential class functions and important knowledge,

skills, and abilities (KSAs). The job analysis results could then be used for a variety of human resources functions, including selection, classification and pay, training and development, and return to work findings. Departments interested in contracting with TV&C to conduct job analyses for Staff Services Manager I or II are invited to contact Mike Willihnganz.

Locating Assessment-Related References Made Easy!...

TV&C has just released a bibliography of assessment-related references, which is certain to make locating information regarding assessment instruments and issues much easier. Reference topics include written exams, interviews, pass points, reliability, and validity. The bibliography is available in hard-copy format by contacting TV&C or via TV&C's webpage.

TV&C Promotes Website...

Don't forget that TV&C's Website is accessible through SPB's home page or at www.spb.ca.gov/tvchome.htm. TV&C's Website provides ready-access to many of TV&C's products and services, including our hiring interview guide entitled ***Guidelines for Developing and Conducting Structured Hiring Interviews*** and our summaries of the ***Uniform Guidelines on Employee Selection Procedures*** and the ***Principles for the Validation and Use of Personnel Selection Procedures***. Still to come later this fall will be our on-line reference check guide for hiring supervisors and managers to use when conducting reference checks prior to making job offers.

TV&C staff continue to be available to assist you with a variety of testing and selection topics, so if you have questions, concerns, or issues with which we can assist, please don't hesitate to call upon us – we are only a phone call or e-mail message away!

Mike Willihnganz
(916) 654-1672
mwillihnganz@spb.ca.gov

Shelley Langan
(916) 654-8538
slangan@spb.ca.gov

Michelle Center
(916) 653-1401
mcenter@spb.ca.gov

Jessica Valdez
(916) 653-1143
jvaldez@spb.ca.gov

SPB Web...Continued from page 9

Website Redesign

SPB has started a project to redesign its website. Over the past three years, we've been adding a little here and a little there, to the point that things are getting a bit complex. Along with trying to make things easier to find, we will be redesigning the graphics - the current design is a little tired.

We will make every effort not to change the link addresses, or design out the many useful features that we've incorporated over the years.

Actually, we've already started. All the pages after the home page no longer have the logo-watermark, which users said made the pages more difficult to read. Look for more gradual changes soon.

Whom Should I Contact?

State employees should contact their department's personnel office regarding all personnel matters. Departmental personnel and Equal Employment Opportunity staff may contact SPB staff as follows:

CALNET Prefixes: 653 = 453 / 654 = 454 / 657 = 437 SPB FAX NUMBER: (916) 653-0927

Subject	Contact Person	Phone	E-Mail
Service Center	Eleanor Rios	653-7178	erios@spb.ca.gov
Data Processing access & Scanning Services	Victor Mendoza	653-6234	vmendoza@spb.ca.gov
SPB Website Maintenance	Linda MacCracken	653-0560	lmaccracken@spb.ca.gov
On-Line printer problems	Steve Brown	653-1484	sbrown@spb.ca.gov
Reimbursable Exam Services and access to item bank or exam library	Daisy McKenzie	653-1232	dmckenzie@spb.ca.gov
Registration for On-Line Cert/Exam Training	Katharine Cortenbach	653-1517	kcortenbach@spb.ca.gov
Equal Employment Opportunity, Goals and Timetables, LEAP,ADA/Reasonable Accom.	Ted Edwards Sandra Henzler	653-1276 653-1262	tedwards@spb.ca.gov shenzler@spb.ca.gov
Access to On-Line Cert/Exam &Exam Srvc	Rosemarie Lopez	653-7178	rlopez@spb.ca.gov
Exam Planning, list usage, cert, demotions, separations, probation periods, reemployment, reinstatements, transfers AND Veterans Points	Chris Sullivan	653-1827	csullivan@spb.ca.gov
CEA allocations, pre-employment Drug testing, illegal appointments, Non-hearing Board calendar, contracts, resolutions	Patricia Embly	657-2389	pembly@spb.ca.gov
Miscellaneous appointments, Layoff and status issues	Chris Sullivan (Temporarily)	653-1827	csullivan@spb.ca.gov
Policy/Rulemaking/Manuals	Steve Unger	654-0842	sunger@spb.ca.gov
Policy & Selection Manuals Orders & Subscriptions	Mary Wilson	657-2654	mwilson@spb.ca.gov
Psychological Screening	Chris Perri	653-1258	cperri@spb.ca.gov
Test Validation & Construction	Mike Willihnganz	654-1672	mwillihnganz@spb.ca.gov
Technical Training Program	Bill Groome	653-1597	bgroome@spb.ca.gov
To register for Technical Training	Dema Pedretti	653-2085	dpedretti@spb.ca.gov
Civil Service Reform & Demonstration Projects	Carol Ong	653-1397	cong@spb.ca.gov
Recruitment	Debbie Santos-Silva	653-7325	dsantos-silva@spb.ca.gov
Quality Assurance	Martha Esmael	654-5815	mesmael@spb.ca.gov
Appeals Information		653-0544	

Legal Eagles



TV&C is pleased to introduce our latest “puzzler.” In this game of legal prowess, your task is to match each of the court cases with its “most famous” precedent(s) as established by the Courts.

(Hint: If some of these items become worthy challengers, please consider letting the Selection Analyst Training Program help! Classes are available right now!)

Instructions: Match each of the court cases listed in the left column below with its “most famous” precedent(s) as established by the Courts. The answer block indicates to how many precedents each case matches.

Cases	“Most Famous” Precedents
1. Albemarle Paper Company v. Moody	A. A selection procedure must be job-related if adverse impact results.
2. Bouman v. Pitches	B. College degree and work experience requirements can be used if based on a formal validation study.
3. Connecticut v. Teal	C. The employer must ensure that all components of a multiple-step selection process have no adverse impact.
4. EEOC v. Detroit Edison	D. The job analysis methodology must conform to the <i>Uniform Guidelines on Employee Selection Procedures</i> .
5. Griggs v. Duke Power	E. When using multiple interview panels, scores must be standardized.
6. Spurlock v. United Airlines	F. Use of subjective interviewer selection decisions is not permissible.
7. United States v. Georgia Power	G. The validation strategy must conform to the <i>EEOC Guidelines</i> .
	H. Standard scores must be used in each step of the selection process when combining scores.
	I. Testing must occur under standardized conditions.
	J. Tests for lower-level jobs must not be reflective of the requirements of higher-level jobs.
	K. Pass points must be set so as to be job-related.

Legal Eagles



Answers:

Please fill-in the letter of the proper "most famous" precedents for each case. Two correct responses have been filled for you to get you started; note that precedent G should not be used again. Use each of the remaining precedents only once. Good luck!

1. Albemarle Paper Co. v. Moody G _____
2. Bouman v. Pitches _____
3. Connecticut v. Teal _____
4. EEOC v. Detroit Edison _____
5. Griggs v. Duke Power _____
6. Spurlock v. United Airlines _____
7. U.S. v. Georgia Power G _____

Submit your completed puzzles to TV&C to be entered in a drawing to win one of our fabulous prizes, again selected especially for you by the TV&C staff. All winners will be selected randomly from the pool of correct entries.

PRIZES: One free registration for a one-day SPB training course
 A free copy of TV&C's *Development & Use of Structured Employment Interviews* manual
 One free hour of consultative assistance with a TV&C staff member

Entries must be received by **October 15, 1999**.
 Drawing will be held the week of **October 22, 1999**.

Send your completed **Legal Eagles** entry to:

California State Personnel Board, Test Validation and Construction Unit
 Legal Eagles Puzzle
 801 Capitol Mall, ms-37
 Sacramento, CA 95814

Be sure to complete the following:

Name: _____ Phone Number: _____

Department: _____

Department Address: _____
